

Cranhill Development Trust

31 January 2017

1. Context

Cranhill Development Trust is based in the Cranhill community of North East Glasgow. It primarily serves the postcode areas G32 and G33 and covers a population of about 3,500 people. This is an area of multiple deprivation. Nearly all children at the two local primaries come from households which are in the lowest 15% in Scotland as recorded in the Scottish Index of Multiple Deprivation. The community had a significantly higher population until the 1990's when changes in the housing infrastructure resulted in people moving away from the area and many local services including a secondary school and swimming pool closing.

The organisation which became Cranhill Development Trust started as part of the local church, with which it shares a building, in 2002. The organisation evolved over the years increasing in scope and scale becoming a development trust in 2011. The site includes a learning centre, a large hall used by the church and community events as well as for learning activities, small meeting spaces and a café run by a local business. The Trust also has an extensive community garden behind its main site.

The Trust aims to provide person-centred, responsive support services which are inclusive and are not age or gender specific. They focus on a community development and regeneration approach that aims to build and increase capacity within the community. They run a range of programmes with the main activities focusing around work to support employment, welcome and integrate refugees and asylum seekers, and increase wellbeing and community cohesion. The Trust is led by a Board which includes representatives from local organisations and partner organisations, local people and co-options. It employs nine staff and has a large number of volunteers. It currently has around 150 members.

2. How has the Trust impacted on the lives of people it works with?

The Trust has a very positive effect on the lives of the people it works with. Core to the Trust's ethos is a person centered approach which ensures the needs of each participant are met. Staff and volunteers actively listen to, respect and nurture each participant. Many who are referred for employment support at the Trust have had previous negative experiences in their search for work. Staff and volunteers are successful in gaining the trust of these participants which supports their engagement in learning which in turn lead to many successful outcomes. Participants from across the North East of Glasgow gain skills, confidence and are more determined to succeed in seeking a career. During the last financial year 82 adults were supported on to employment, ten into further or higher education. Sixty-two accessed further training and ten secured work placements through the employability programmes. Trust leaders and staff are passionate about improving outcomes for all in Cranhill including those who do not traditionally participate in learning programmes. They are very effective at engaging with those at risk of isolation including refugees, those furthest from the labour market and older adults. Participants in English as a Significant Other Language (ESOL) programmes are supported effectively and are improving their language skills. The busy New Scot Social Group, regularly attended by 30 people, increases learners' conversational English and their social networks. Nearly 50 learners improve their English language communication skills and gain SQA qualifications at the beginners and pre-intermediate classes run at the Trust by college tutors. Older adults are more active and included in their community through participating in the Friday programme.

The Trust has a positive life changing, and for some lifesaving, impact on local people. Many participants have an improved sense of purpose, of being part of and in many cases contributing to their community. This increases their self-esteem and wellbeing. Participation reduces isolation, anxiety and for some depression. The majority of participants from the Empowering Pathways programme have grown in confidence, gained new skills and knowledge

and have increased their resilience. They have an increased awareness of politics, differing cultures and are now challenging their own and others' prejudices. As a result some participants are increasingly active in their communities, volunteering and planning further community groups. There is scope to build on this example to support more local volunteers and participants to gain the confidence to run peer lead activities. The Trust meets the social, economic and learning needs of a broad range of community members. Outreach work into neighbouring communities facilitates community integration and cohesion. The outreach work through Click and Connect at Ruchazie Church is helping to break down barriers between communities as well as providing a much needed employability service to local people across the wider area. Users of this service are receiving support with their job seeking as well as socialising with others. Families enjoy learning together in the year-round family and parent learning programmes run with partners. Parents reflect on how they interact with their children and enhance their skills during the sessions.

Children, young people and adults have a sense of ownership of the extensive community garden as a result of contributing to its design and concept. The garden, gazebo and poly tunnel are all open to and valued by the community and have had very little vandalism. The community garden enables individuals and groups to grow produce for themselves and others. Cooking courses, which use produce from the garden, develop participant's skills in cooking and their awareness of a balanced diet. The Cranhill community is stronger as a result of the work of the Trust. Well attended community events including the annual Christmas party, the summer BBQ and a celebration for International Women's Day increase community cohesion by creating a safe, welcoming space for community members from diverse backgrounds to meet together. The monthly evening meals increase understanding between those who have been in Cranhill all their lives and recent incomers including refugees. Whilst participants' feedback high levels of satisfaction levels with the services provided, the wider community is not always clear over the total package that the Trust provides. Senior leaders should now progress work to create a distinct identity for the Trust and a clear offer to the community and communicate this to stakeholders. Whilst individual programmes run by the Trust have a positive impact on participants' lives there is need to enhance the Trust's overall understanding of whose needs are and are not being met. The Trust should now work with partners to consider how local knowledge can be used alongside data to identify what the key community priorities are going forward.

3. How has the Trust impacted on the local economy?

The Trust has a direct impact on the local economy through its work to increase residents employability skills and mitigate the effects of poverty. The Trust run a range of employability activities which support local people into careers. In partnership with Glasgow Kelvin College the Trust delivers sector specific training including food hygiene, first aid and alcohol licensing courses. This builds the skills and confidence of learners and strengthens their capacity to gain employment in key local job sectors. Local people receive effective support to cope with welfare reform and maximise their household income. Financial advice and benefits advocacy provided by the Trust plays a strong contribution to ensuring individuals and families are in receipt of correct benefits. This alongside referrals to specialist welfare advice agencies provides support for income maximisation. The Trust improves the economic wellbeing of local households in a range of ways beyond employment and benefit support. They have engaged with partners to support local people to get boilers renewed reducing fuel costs. The Garden Project is enhancing the non-monetary local economy with volunteers and participants benefitting from access to fresh food grown in the plots at the Trust and one of the local nurseries.

Trust leaders are committed, enthusiastic and work effectively with staff to ensure they are improving the lives of local people. The Board actively recruits new members to fill identified

skills gaps in order to increase the strength of their leadership. The mix of representatives from organisations and the local community supports a diverse Board with a good range of skills, knowledge and expertise. Senior leaders are resilient. They have successfully addressed and learnt from a range of challenges over the years to ensure the work of the Trust continues. The Board and senior staff have recently succeeded in moving the Trust's finances into a positive position where they have a small reserve. They need to continue to pursue options to increase the Trust's financial stability and diversify its income streams. Senior leaders should now create a clear longer term vision for the Trust's development and ensure that strategic, business and operational plans are closely aligned to this vision, becoming a 'route map' to achieving it. A clear strategic vision and linked plans would support senior leaders to balance the drivers of local priority needs and funding and help ensure long term clarity of purpose.

Relationships between Board members and staff are characterised by respect, trust and a shared ambition to improve lives. Senior leaders support staff effectively to take on responsibility for leading in their areas of expertise and to develop their professional skills. Staff receive regular support and training which increases their skills and capacity to meet the requirements of their posts. There is a clear commitment from management to the importance of the health and wellbeing of staff with the Trust recently gaining a silver Healthy Working Lives award. Staff received training on mental health which has increased their capacity to support members of the community who come to the Trust in crisis. Staff and volunteers are enthusiastic, committed and valued. The Trust attracts volunteers from a wide range of backgrounds. Their skills, knowledge and experience enhance the capacity of the Trust to meet needs. Volunteers are supported, often informally, by individual staff members to carry out their roles and have the opportunity to work across different aspects of the Trust's work. For many this enables them to further develop their skills and improves their social capital and employability options. Volunteers would benefit from the Trust improving the consistency of support each volunteer receives. This would ensure each volunteer can contribute effectively to the Trust's work and also meet their individual ambitions and needs. The Trust should consider how clear routes can be created for members and volunteers to build their leadership skills and confidence to take on demanding roles. In the longer term this has the potential to increase the Trust's ability to attract local people to senior leadership roles and achieve their aim of being representative of all sections of the Cranhill community.

4. How has the Trust improved outcomes through partnership working?

The Trust successfully establishes and sustains partnerships with a wide range of community and third sector groups, faith organisations and public services. These partnerships are based on mutual trust and respect. Partners value the contribution the Trust makes to the life of Cranhill, with many seeing it as a pivotal organisation at the heart of the community. The Trust is skilled at identifying key partners that can enable services and activities to develop and be delivered. The strong partnership with Job Centre Plus ensures significant numbers of adults from across the North East of Glasgow are referred to employability programmes at the Trust. As a result high numbers of unemployed and underemployed people re-engage with learning and are supported into positive destinations. The Trust's partnership with Jobs & Business Glasgow is enhancing their current employability offer to include access to all stages of the Employability Pipeline. The Trust work effectively with Glasgow Kelvin College to run a Learning Centre which reaches learners who would not traditionally access further education. A clear Learning Centre agreement is in place and used to ensure targets are jointly set, monitored and reviewed. There is scope to develop similar partnership agreements with other organisations to aid in clarifying roles and commitments as joint work increases.

The Trust is proactive in building partnerships which improve the lives of the people in Cranhill and in the wider area. The Trust is leading improvements to the ESOL and refugee integration provision in the North East area of Glasgow through the North East Integrated Network.

Current developments include extending links with Easterhouse Foodbank and Thriving Communities Breakfast Club to increase social integration. The Trust works effectively with local nurseries and the Church of Scotland family worker to extend opportunities for families to learn together. These three partners work together to enhance the impact of the nursery curriculum by increasing parents' knowledge of nutrition, the environment, safety and children's rights. The Trust's partnership with the Ruchazie Parish Church is increasing learning opportunities including a job club in this neighbouring community. A small scale employability programme for 16-17 year olds targeted at those who were seen as being disruptive in the community resulted in four who attended achieving a positive destination. Bringing the College into Ruchazie Parish Church enabled volunteers there to gain food hygiene certificates and then open a café. The café is generating some funds and has increased footfall to the provision at this church. The Trust is seen by some partners as a 'role model' in the development of community based learner centred programmes with some Trust practices being replicated in other areas, such as the programmes at Ruchazie Parish Church. The Trust is pro-active in accessing support and advice from experts. The Transformation Team Glasgow provides community profiles which are used to support the development and funding of new areas of work planned by the Trust. The Transformation Team use the Trust as an example of good practice, often signposting other organisations to them to learn from their knowledge, ideas and expertise.

Cranhill would benefit from partners, including the Trust and the local authority, working together to identify and prioritise changing community needs identified through data analysis, knowledge of the area and consultation with local stakeholders. This could form the basis of creating a shared plan for Cranhill which could be understood by all stakeholders and align to community planning priorities. Such a plan could also reduce the vulnerability of existing programmes to changes in the availability of resources held by individual partners and aid in making best shared use of local resources. The Trust has successfully gained funding to carry out an extensive community consultation early in 2017 which has the potential to provide a strong evidence base to develop and clarify priorities for Cranhill. There is scope to work with partners to explore how the wider impacts of the Trust's work, such as improving the sustainability of tenancies, can be best captured and then used in planning future work.

The review of Cranhill Development Trust found the following key strengths.

- The Trust improves outcomes and life chances for local people.
- The Trust successfully reaches and engages with people facing significant challenges.
- The Trust is a valued organisation which increases community cohesion and is at the heart of Cranhill.
- The Trust works effectively with partners to increase positive impacts.

We discussed with partners how they might continue to improve their work. This is what we agreed with them.

- Develop a vision and clarity of purpose for the Trust going forward to maximise impacts.
- Identify and prioritise local needs with partners to improve outcomes.

5. What happens at the end of the review?

We are satisfied with the overall quality of provision. We are confident that Cranhill Development Trust and partners can build on and take forward the key strengths and recommendations in this report. We will make no further evaluative visits in connection with this review.

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